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### New Naval Postgraduate School Acting President and Provost Leonard Ferrari Outlines Bold, Clear Vision for NPS

Wednesday, January 24, 2007

By Barbara Honegger, Senior Military Affairs Journalist

Naval Postgraduate School (NPS) Provost Dr. Leonard Ferarri has been named NPS acting president by the Secretary of the Navy, effective Jan. 2. The Secretary of the Navy had previously selected Ferrari to be the new NPS provost, effective Oct. 1, 2006.

Ferrari recently outlined a bold, clear vision for the school's future at an all hands faculty meeting.

"We have been systematically developing a strategy for academic enhancement and growth over the last 18 months, which I began as Dean of Research," Ferrari said.

A new role for NPS in Ferrari's vision is a major expansion of in-residence doctoral programs for qualified U.S. civilians in scholarship-for-service assistantships.

"The goal is to attract the best doctoral and post-doctoral students to NPS to address pressing problems in national security and fill national security positions in the U.S. Navy, Department of Defense and other federal agencies," said Ferrari. "Expanding our Ph.D. program, in turn, is critical to the long term strategic goal of strengthening NPS' academic position and reputation, in order to become a Research I university.

"Academic excellence will definitely be improved by our systematically taking advantage of two new congressional U.S. civilian education programs, the Total Force Education Initiative and Homeland Defense Ph.D. program," Ferrari emphasized. "These new Ph.D. students will be in addition to those already here on existing federal scholarship-for-service programs such as Naval Research: Science and Technology for America's Readiness [N-STAR]; Science, Mathematics and Research for Transformation [SMART]; and the National Science Foundation's cyber corps."

NPS will offer fully-funded civilian master's and doctoral degrees under these learn-and-earn programs. Tuition will be covered for a three- to four-year doctorate in science or engineering, with students also receiving an annual salary as



research assistants from the Meyer Institute while enrolled in departmental degree programs. Graduates will work for U.S. research laboratories, such as the Naval Research Laboratory, the Space and Naval Warfare Systems Command, Lawrence Livermore National Laboratory (LLNL), and the Naval Sea Systems Command. The Ph.D. programs will also provide tuition for graduate students in disciplines such as national security affairs and defense analysis.



"DoD may need as many as 3,000 science and technology workers with advanced degrees per year," Ferrari said. "We're positioning NPS to be a significant provider of this critical future workforce."

Ferrari's five- to eight-year plan, which focuses on a new partnership with LLNL and the University of California at Santa Barbara (UCSB), envisions adding 100 NPS doctoral students in the first two years. The program is projected to become nearly self-sufficient through research grants by the fourth year, with civilian Ph.D. candidates making up a significant fraction of the NPS student body by the eighth year. Under the June 2005 memorandum of agreement for the partnership, students will reside at either NPS or UCSB, may participate in research projects at LLNL and can take off-campus courses via distributed learning. The cooperative agreement also establishes an Institute for National Security Systems and Technology.

"Increasing the number of Ph.D. students on campus will improve education for our traditional military student body of master's students; enhance the overall quality and depth of research at NPS; and enable us to attract top new faculty who will gain in academic standing by advising Ph.D. students in expanded research programs," Ferrari stressed. "And it will enhance the interaction and synergy between the military and civilian workforce."

Other pillars of Ferrari's strategic vision are moving to a traditional faculty salary model beginning in fiscal year 2008; giving deans greater autonomy for their schools; growing and broadening sponsorship of research programs; and partnering with world-class research universities and laboratories. Additional goals will be to broaden homeland security and defense programs to all NPS schools and research institutes; expand non-degree education and training, including certificate programs; and create satellite programs in major fleet concentration areas; Stafford County, Va.; and the National Capital Area.

Ferrari's plans include expanding academic and research support to the intelligence and homeland security communities, streamlining the school's administrative structure to reduce expenditures, improving resource allocation using standard management practices with process transparency and improving the university's impact worldwide.

Under Ferrari's leadership, NPS will also stand up a new Chief of Naval Operations Distinguished Fellow Program. The program will bring together Nobel laureates, top military strategists, academicians, industry leaders, inventors and visionaries, business leaders and entrepreneurs, and sociology and religion scholars who will be treated as NPS faculty to jointly address pressing national security challenges.

In addition to growing civilian enrollment in all four NPS graduate schools, Ferrari is developing specific goals for each: expanding science and technology research in the Graduate School of Engineering and Applied Sciences and

Graduate School of Operational and Information Sciences; identifying research growth areas and developing an executive MBA program for military and civilians in the National Capital Area for the Graduate School of Business and Public Policy; and expanding programs in Security, Stabilization, Transition and Reconstruction, National Security Affairs research, Defense Resources Management Institute, Center for Civil-Military Relations, Regional Security Education Program and cultural awareness in the School of International Graduate Studies.

As provost, Ferrari has been responsible for developing and aligning the Naval Postgraduate School's academic planning, strategies and research initiatives with the Department of the Navy and Department of Defense joint doctrines.

Ferrari served as NPS associate provost and dean of research from 2003 to 2006. Prior to coming to NPS, he was the vice provost for special initiatives at Virginia Tech in Blacksburg, Va., and was appointed by the governor as the special assistant to the secretary of technology, Commonwealth of Virginia.

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